

MBA / MBA IN PUBLIC ACCOUNTING / M.S. IN FINANCE /
CERTIFICATE FOR ADVANCED STUDY

Fairfield University

GRADUATE PROGRAMS

Charles F. Dolan School of Business

2003-2004

Information Directory

	Telephone No.	Ext.
Fairfield University Switchboard	(203) 254-4000	
Athletic Tickets	(203) 254-4000	4103
Bookstore	(203) 254-4000	4262
Box Office – Regina A. Quick Center for the Arts.....	(203) 254-4010	
Bursar's Office (student accounts)	(203) 254-4000	4102
Career Planning Center	(203) 254-4000	4081
Computing and Network Services Help Desk.....	(203) 254-4000	4069
DiMenna-Nyselius Library	(203) 254-4044	
Health Center	(203) 254-4000	2241
Housing	(203) 254-4215	
Information Desk – John A. Barone Campus Center.....	(203) 254-4222	
Leslie C. Quick Jr. Recreation Complex	(203) 254-4140	
Registrar's Office (registration, transcripts)	(203) 254-4090	4288
Security (campus safety, parking)	(203) 254-4090	
Study Abroad Office	(203) 254-4000	2041

The Charles F. Dolan School of Business

Fairfield University
Charles F. Dolan School of Business, Room 100
1073 North Benson Road
Fairfield, CT 06824-5195
Telephone: (203) 254-4070
Facsimile: (203) 254-4029
E-mail: MBA@mail.fairfield.edu
Website: www.fairfield.edu

Applications available from:

Office of Graduate and Continuing Studies Admission
Fairfield University
Canisius Hall, Room 302
1073 North Benson Road
Fairfield, CT 06824-5195
Telephone: (203) 254-4184
Facsimile: (203) 254-4073
E-mail: gradadmis@mail.fairfield.edu
Website: www.fairfield.edu

The Fairfield University Charles F. Dolan School of Business Graduate Programs catalog is printed annually. However, updates to programs, policies, and courses may be made after the catalog has been published. Please refer to the University's website, www.fairfield.edu for current information.

CHARLES F. DOLAN SCHOOL OF BUSINESS GRADUATE PROGRAMS

Master of Business Administration

Master of Science in Finance

**Master of Business Administration
Program in Public Accounting**

Certificates for Advanced Study in

Accounting

Finance

Human Resource Management

Information Systems and Operations Management

International Business

Marketing

Taxation

2003-2004

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Charles F. Dolan School of Business

2003-04 ACADEMIC CALENDAR

Classes are offered on weeknights and Saturdays to accommodate those in the program who are employed full time. Refer to the schedules that are distributed each semester for calendar changes.

Fall 2003

Aug. 26	Back to Campus Day
Aug. 30	Registration deadline (by mail)
Sept. 3	Classes begin
Oct. 17	Degree cards due for January graduation
Nov. 26 – Nov. 30	Thanksgiving recess
Dec. 1	Classes resume
Dec. 18	Last day of classes

Winter 2004 Intersession

Jan. 8 – Jan. 17	Intersession classes
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Spring 2004

Jan. 9	Registration deadline (by mail)
Jan. 19	Martin Luther King Jr. Day – University holiday
Jan. 20	Classes begin
Feb. 20	Degree cards due for May graduation
March 15 – March 19	Spring recess
March 22	Classes resume
April 9 – April 11	Easter recess
April 12	Classes resume
May 10	Last day of classes
May 23	54th Commencement

Summer 2004

May 24 – Aug. 26	Summer session classes
July 6	Degree cards due for Aug. 15 graduation

Fairfield University Mission

Fairfield University, founded by the Society of Jesus, is a coeducational institution of higher learning whose primary objectives are to develop the creative intellectual potential of its students and to foster in them ethical and religious values and a sense of social responsibility. Jesuit education, which began in 1547, is committed today to the service of faith, of which the promotion of justice is an absolute requirement.

Fairfield is Catholic in both tradition and spirit. It celebrates the God-given dignity of every human person. As a Catholic university it welcomes those of all beliefs and traditions who share its concerns for scholarship, justice, truth, and freedom, and it values the diversity that their membership brings to the university community.

Fairfield educates its students through a variety of scholarly and professional disciplines. All of its schools share a liberal and humanistic perspective and a commitment to excellence. Fairfield encourages a respect for all the disciplines – their similarities, their differences, and their interrelationships. In particular, in its undergraduate schools it provides all students with a broadly based general education curriculum with a special emphasis on the traditional humanities as a complement to the more specialized preparation in disciplines and professions provided by the major programs. Fairfield is also committed to the needs of society for liberally educated professionals. It meets the needs of its students to assume positions in this society through its undergraduate and graduate professional schools and programs.

A Fairfield education is a liberal education, characterized by its breadth and depth. It offers opportunities for individual and common reflection, and it provides training in such essential human skills as analysis, synthesis, and communication. The liberally educated person is able to assimilate and organize facts, to evaluate knowledge, to identify issues, to use appropriate methods of reasoning, and to convey conclusions persuasively in written and spoken word. Equally essential to liberal education is the development of the aesthetic dimension of human nature, the power to imagine, to intuit, to create, and to appreciate. In its fullest sense liberal education initiates students at a mature level into their culture, its past, its present, and its future.

Fairfield recognizes that learning is a lifelong process and sees the education that it provides as a foundation upon which its students may continue to build within their chosen areas of scholarly study or professional development. It also seeks to fos-



ter in its students a continuing intellectual curiosity and a desire for self-education that will extend to the broad range of areas to which they have been introduced in their studies.

As a community of scholars, Fairfield gladly joins in the broader task of expanding human knowledge and deepening human understanding, and to this end it encourages and supports the scholarly research and artistic production of its faculty and students.

Fairfield has a further obligation to the wider community of which it is a part, to share with its neighbors its resources and its special expertise for the betterment of the community as a whole. Faculty and students are encouraged to participate in the larger community through service and academic activities. But most of all, Fairfield serves the wider community by educating its students to be socially aware and morally responsible persons.

Fairfield University values each of its students as an individual with unique abilities and potentials, and it respects the personal and academic freedom of all its members. At the same time, it seeks to develop a greater sense of community within itself, a sense that all of its members belong to and are involved in the University, sharing common goals and a common commitment to truth and justice, and manifesting in their lives the common concern for others which is the obligation of all educated, mature human beings.

Fairfield University

A comprehensive liberal arts university built upon the 450-year-old Jesuit traditions of scholarship and service, Fairfield University is distinguished by sound academics, collegiality among faculty and students, and a beautiful, 200-acre campus with views of Long Island Sound.

Since its founding in 1942 by the Society of Jesus (the Jesuits), the University has grown from an all-male school serving 300 to a competitively ranked coeducational institution serving 3,300 undergraduate students and more than 1,000 graduate students, plus non-traditional students enrolled in University College.

In addition to 32 undergraduate majors, Fairfield offers full- and part-time graduate programs through its College of Arts and Sciences and its schools of Business, Engineering, Graduate Education and Allied Professions, and Nursing. Graduate students earn credentials for professional advancement while benefiting from small class sizes, opportunities for real-world application, and the resources and reputation of a school consistently ranked among the top regional universities in the North by *U.S. News & World Report*.

In the past decade, more than two dozen Fairfield students have been named Fulbright scholars, and the University is among the 12 percent of four-year colleges and universities with membership in Phi Beta Kappa, the nation's oldest and most prestigious academic honor society.

Undergraduate students represent 35 states and more than 30 countries.

Fairfield is located one hour north of New York City at the center of a dynamic corridor populated by colleges and universities, cultural and recreational resources, and leading corporate employers. Its recently renovated and expanded facilities include the Rudolph F. Bannow Science Center, the John A. Barone Campus Center, and the DiMenna-Nyselius Library.

The third youngest of the 28 Jesuit universities in the United States, Fairfield has emerged as an academic leader well positioned to meet the needs of modern students. More than 60 years after its founding, the University's mission remains the same: To educate the whole person, challenging the intellectual, spiritual, and physical potential of all students.

In the spirit of its Jesuit founders, Fairfield University extends to its graduate students myriad resources and services designed to foster the intellectual, spiritual, and physical development.

STUDENT SERVICES

To access those services, graduate students are required to obtain a StagCard, the University's official identification card. The StagCard office is located in Gonzaga Hall, Room 10. Graduate students need a valid driver's license and an official course schedule to obtain a StagCard. Office hours are: Monday, Wednesday, Thursday, and Friday from 8:30 a.m. to 4:30 p.m.; Tuesday from 11 a.m. to 7 p.m. NOTE: Summer hours may vary from those listed in this catalog. Please contact the University to confirm office hours.

The *DiMenna-Nyselius Library* combines the best of the traditional academic library with the latest access to print and electronic resources. It is the intellectual heart of Fairfield's campus and its signature academic building.

Carrels, leisure seating, and research tables provide study space for up to 900 individual students, while groups meet in team rooms or study areas, or convene for conversation in the 24-hour cybercafé. Other resources include a 24-hour, open-access computer lab with Macintosh and Intel-based computers; a second computer lab featuring Windows-based computers only; two dozen multimedia workstations; an electronic classroom; a 90-seat multimedia auditorium; photocopiers, microform readers, and printers; and audiovisual hardware and software. Workstations for the physically disabled are available throughout the library.

The library's collection includes more than 318,000 bound volumes, 1,800 journals and newspapers, 12,000 audiovisual items, and the equivalent of 101,000 volumes in microform. To borrow library materials, students must present a StagCard at the Circulation Desk. Students can search for materials using an integrated library system and online catalog. The catalog may also be accessed from any desktop on or off campus at <http://library2.fairfield.edu>. From this site, students use their StagCard number and a pin code to access their accounts, read full-text journal articles from more than 100 databases, submit interlibrary loan forms electronically, or contact a reference librarian around the clock via e-mail or "live" chat.

During the academic year, the library is open Monday through Thursday, 7:45 a.m. to midnight; Friday, 7:45 a.m. to 10:30 p.m.; Saturday, 9 a.m. to 9 p.m.; and Sunday, 10:30 a.m. to midnight.



The **Rudolph F. Bannow Science Center's** 44,000-square-foot addition, completed in 2002, houses advanced instructional and research facilities that foster the development of science learning communities, engage students in experiential learning, and invite collaborative faculty and student research in biology, chemistry, computer science, mathematics, physics, and psychology. The original building is currently undergoing complementary renovations.

Fairfield's **computing services** are state-of-the-art. High-speed fiber-optic cable, with transmission capabilities of 100 megabits per second, connects classrooms, residence hall rooms, and faculty and administrative offices, providing access to the library collection, e-mail, various databases, and other on-campus resources.

Nineteen computer labs, supported by knowledgeable lab assistants and open 14 hours a day for walk-in and classroom use, offer hardware and software for the Windows and Macintosh environments. All campus buildings are connected to the Internet, and all residence hall rooms have Internet connections, cable television, and voice-mail. Students are issued individual accounts in StagWeb, a secure website where they can check e-mail, register for courses, review their academic and financial records, and stay tuned to campuswide announcements.

Computing and Network Services, located on the second floor of Dolan Commons, provides lab support, technical advice, classroom technology applications, and personal Web-page assistance.

Office hours are 8:30 a.m. to 4:30 p.m. The SCT Help Desk, located on the second floor of Dolan Commons, assists with questions related to StagWeb.

The **Career Planning Center**, located in Dolan Hall, is open to graduate students and offers career information, job listings, counseling services, and specific data on the current job market. The center also invites major employers to recruit on campus. Graduate students who wish to leverage their master's degrees in a career transition should meet with the director of career planning one year prior to graduation. Graduate students enrolled in the Charles F. Dolan School of Business should first consult with the business school's associate dean.

The **Campus Ministry** team nourishes a faith community on campus, taking seriously its unique role in expressing the University's Catholic and Jesuit identity. The team, composed of pastoral ministers, laypeople, and a council of 18 student leaders, provides counseling and spiritual direction, fosters prayer life, conducts liturgies and retreats, trains students as lectors and Eucharistic ministers, and coordinates interfaith and ecumenical events.

Service learning opportunities give students a chance for reflection as they work and live alongside people of different backgrounds. Students may apply for immersion experiences in Ecuador, Nicaragua, Mexico, and Haiti, as well as trips closer to home in Kentucky, Maine, and Connecticut. Each year, hundreds of students participate in Campus Ministry or community service events.

Campus Ministry is housed in the Pedro Arrupe, S.J., Campus Ministry Center on the lower level of the **Egan Chapel of St. Ignatius Loyola**. Mass is held daily in the chapel during the lunch hour, on some weeknights, and twice on Sundays.

The **Regina A. Quick Center for the Arts** serves as a cultural hub and resource for the University and surrounding towns, offering popular and classical music programs, dance, theatre, and outreach events for young audiences. The center consists of the 740-seat Aloysius P. Kelley, S.J. Theatre, the smaller Lawrence A. Wien Experimental Theatre, and the Thomas J. Walsh Art Gallery. Tickets to Quick Center events are available to graduate students at a discounted price. For a calendar of events, visit www.quick-center.com.

In addition, various departments schedule exhibitions, lectures, and dramatic programs throughout the academic year. These events are open to all members of the University community and many are free of charge.

The **John A. Barone Campus Center**, which was extensively renovated in 2001, is the social focal point of University activities and offers students a place to relax, socialize, or study during the day. Students can sip cappuccino at Jazzman's CyberCafé, shop at the University bookstore, watch deejays for the campus radio station, WVOF-FM 88.5, at work in their new glass-enclosed studio, or grab meals at one of two dining facilities. The center is open 24 hours from Sunday through Thursday and from 7 a.m. to 1 a.m. on Fridays and Saturdays. Call the Campus Center between 9 a.m. and 9 p.m. for bookstore and dining hall hours.

Fairfield is a Division I member of the National Collegiate Athletic Association and competes in conference championship play as a charter member of the Metro Atlantic Athletic Conference. The men's and women's basketball teams play at Bridgeport's Arena at Harbor Yard, considered one of the top facilities in collegiate basketball. Discounted tickets for **Fairfield Stags** games are available to graduate students. For tickets or other information, call the athletic box office or visit www.fairfieldstags.com. In addition, competitions in soccer, lacrosse, and other sports are held on campus and are free of charge to graduate students.

The **Leslie C. Quick Jr. Recreation Complex**, a multi-purpose facility also known as the Quick RecPlex, features a 25-meter, eight-lane swimming pool; a field house for various sports; a whirlpool; saunas in the men's and women's locker rooms; and racquetball courts. Other amenities are two cardio theatres, a weight room, and group fitness courses. The Department of Recreation also oversees the outdoor tennis, basketball, and sand volleyball courts as well as two temporary, portable ice-skating rinks. Graduate students may join the Quick RecPlex on a per semester basis by presenting a current StagCard. For membership information and hours, call the Quick RecPlex office.

The **Security Department** is responsible for the safety of people and property on campus. Officers conduct around-the-clock patrols by bike, foot, and vehicle, and investigate and report violations of state, federal, and University regulations. In addition, officers are trained to provide emergency first aid and are considered supplemental first responders for the town of Fairfield. The department provides a report of its policies and procedures, along with annual campus crime statistics. To receive a copy, contact the department. Violations of University regulations that require immediate attention should be reported to the security office, which is located on the ground floor of Loyola Hall, Room 2. Security officers also oversee the flow of traffic on campus and enforce parking regulations.

Parking on Campus

A vehicle registration fee is included with tuition for graduate students. Vehicles must display a valid registration decal and be parked properly in designated areas. To register a vehicle, students take their current StagCard or a registration receipt and the vehicle's registration to the Security Department. A pamphlet explaining traffic and parking regulations is available there. Unauthorized vehicles parked in fire lanes, handicapped spaces, or service vehicle spots are subject to fines and may be towed at the owner's expense. Vehicles of handicapped persons must display an official campus or state handicapped permit.

Accreditation

Fairfield University is fully accredited by the New England Association of Schools and Colleges, which accredits schools and colleges in the six New England states. Accreditation by one of the six regional accrediting associations in the United States indicates that the school or college has been carefully evaluated and found to meet standards agreed upon by qualified educators.

Additional accreditations include:

AACSB International – The Association to Advance Collegiate Schools of Business
Charles F. Dolan School of Business
Accreditation Board for Engineering and Technology
Electrical Engineering program
Mechanical Engineering program
Commission on Accreditation of Marriage and Family Therapy Education of the American Association for Marriage and Family Therapy (AAMFT)
Marriage and Family Therapy program
Connecticut State Department of Higher Education
Council for Accreditation of Counseling and Related Educational Programs (CACREP)
Counselor Education programs
Commission on Collegiate Nursing Education
Undergraduate Nursing programs
Graduate Nursing programs
National League for Nursing Accrediting Commission
School of Nursing

Program approvals include:

Connecticut State Department of Higher Education
Elementary and Secondary Teacher certification programs
Graduate programs leading to certification in specialized areas of education
School of Nursing programs
Connecticut State Board of Examiners for Nursing
Undergraduate Nursing programs
Graduate Nursing programs



The University holds memberships in:

AACSB International – The Association to Advance Collegiate Schools of Business
American Association of Colleges for Teacher Education
American Association of Colleges of Nursing
American Council for Higher Education
American Council on Education
ASEE – American Society for Engineering Education
Association of Catholic Colleges and Universities
Association of Jesuit Colleges and Universities
Connecticut Association of Colleges and Universities for Teacher Education
Connecticut Conference of Independent Colleges
Connecticut Council for Higher Education
National Association of Independent Colleges and Universities
National Catholic Educational Association
National League for Nursing
New England Business and Economic Association

Compliance Statements and Notifications

Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act

Fairfield University complies with the Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act. This report contains a summary of the Fairfield University Security Department's policies and procedures along with crime statistics as required. A copy of this report may be obtained at the Security Department office in Loyola Hall, Room 2, or by calling the department at (203) 254-4090. The Security Department is open 24 hours per day yearlong.

Catalog

This catalog pertains only to the graduate programs offered through the Graduate School of Education and Allied Professions at Fairfield University. It is useful as a source of continuing reference and should be saved by the student. The provisions of this bulletin are not an irrevocable contract between Fairfield University and the student. The University reserves the right to change any provision or any requirement at any time.

Non-Discrimination Statement

Fairfield University admits students of any sex, race, color, marital status, sexual orientation, religion, age, national origin or ancestry, disability or handicap to all the rights, privileges, programs, and activities generally accorded or made available to students of the University. It does not discriminate on the basis of sex, race, color, marital status, sexual orientation, religion, age, national origin or ancestry, disability or handicap in administration of its educational policies, admissions policies, employment policies, scholarship and loan programs, athletic programs, or other University-administered programs.

Notification of Rights Under FERPA

Fairfield University complies with the Family Educational Rights and Privacy Act of 1974 (also known as the Buckley Amendment) which defines the rights and protects the privacy of students with regard to their educational records. A listing of records maintained, their location, and the means of reviewing them is available in the Office of the Dean of Students.

The rights afforded to students with respect to their education records under FERPA are:

The right to inspect and review the student's education records within 45 days of the day the University receives a request for access. Students should submit to the registrar, dean, head of the academic department, or other appropriate official, written requests that identify the record(s) they wish to inspect. The University official will make arrangements for access and notify the student of the time and place where the records may be inspected. If the records are not maintained by the University official to whom the request was submitted, that official shall advise the student of the correct official to whom the request should be addressed.

The right to request the amendment of the student's education records that the student believes are inaccurate or misleading. Students may ask the University to amend a record that they believe is inaccurate or misleading. They should write to the University official responsible for the record, clearly identify the part of the record they want changed, and specify why it is inaccurate or misleading. If the University decides not to amend the record as requested by the student, the University will notify the student of the decision and advise the student of his or her right to a hearing regarding the request for amendment. Additional information regarding the hearing procedures will be provided to the student when notified of the right to a hearing.

The right to consent to disclosures of personally identifiable information contained in the student's education records, except to the extent that FERPA authorizes disclosure without consent. One exception that permits disclosure without consent is disclosure to school officials with legitimate educational interests. A school official is a person employed by the University in an administrative, supervisory, academic or research, or support staff position (including law enforcement unit personnel and health staff); a person or company with whom the University has contracted (such as an attorney, auditor, or collection agent); a person serving on the Board of Trustees; or a student serving on an official committee, such as a disciplinary or grievance committee, or assisting





another school official in performing his or her tasks. A school official has a legitimate educational interest if the official needs to review an education record in order to fulfill his or her professional responsibility.

The right to file a complaint with the U.S. Department of Education concerning alleged failures by Fairfield University to comply with the requirements of FERPA. The name and address of the Office that administers FERPA are:

Family Policy Compliance Office
U.S. Department of Education
600 Independence Avenue, SW
Washington, DC 20202-4605

Title II Report

The Title II Higher Education Reauthorization Act Report is available online at www.fairfield.edu/academic/gradedu/acadinfo.htm.

A Message from the Dean

Excellence is what the business community demands of its leaders and what drives the activities of the Charles F. Dolan School of Business at Fairfield University. Our high quality was recognized in 1997 when AACSB International – The Association to Advance Collegiate Schools of Business accredited our undergraduate and graduate degree programs. Only 30 percent of all business schools are so recognized.

This recognition stems from the success we have had in educating undergraduate and graduate students to be successful and responsible business leaders dedicated to pursuing excellence. We focus on being worldwide leaders in business curriculum innovation and, in our graduate programs, on teaching current best practices for solutions to business problems within the context of a rigorous conceptual framework. The School partners with its stakeholders in the business community to offer programs in a technologically advanced, active learning environment. This active learning environment brings actual organizational problems into the classroom and puts students into real-life organizational settings. This approach enables us to create a seamless learning environment that builds on our faculty's excellence – and an average of 10 years of business experience – in their respective disciplines. Students graduating from the Dolan School of Business are thus equipped with state-of-the-art knowledge in current business concepts and practices. Our top-notch programs and faculty are appropriately housed in a building dedicated to the School of Business. The educational facilities available to students in this building and on the entire campus are second to none.

This exciting business learning environment is enhanced by our key geographic location. More than 40 Fortune 500 firms are headquartered in Fairfield County, with nearly 100 more headquartered in New York City and lower Westchester County, N.Y. In addition, Fairfield County hosts the country's largest concentration of foreign multinational corporations with U.S. headquarters.

Because we are so highly regarded by the business community, each year the School plays host to numerous high-level executives – many of them alumni – who visit our classes and share their expertise with our students. Our business degree can be a passport to success in the job market. Our students are widely sought after by top firms upon graduation.

We believe that the Charles F. Dolan School of Business at Fairfield University offers you a tremendous opportunity to complete your undergraduate and graduate business education in a unique academic and professional environment. We look forward to welcoming you!



A handwritten signature in cursive script that reads "Norman A. Solomon".

Dr. Norman A. Solomon
Dean, Charles F. Dolan School of Business

THE CHARLES F. DOLAN SCHOOL OF BUSINESS

The Charles F. Dolan School of Business was established in 1978, having been a Department of Business Administration for 31 years within the College of Arts and Sciences. In 1981, in response to a stated need by the Fairfield County business community, the School began its master of science in financial management program. The certificate for advanced study in finance was initiated in 1984. In 1994, in response to unprecedented market demand, the School introduced the master of business administration program that now has concentrations in accounting, finance, human resource management, information systems and operations management, international business, marketing, and taxation.

In 1999, the School introduced the MBA in public accounting. This program is designed to provide students who have a bachelor of science degree in accounting with an opportunity to complete an MBA degree within a 12- to 15-month period and fulfill the 150-hour criterion to sit for the Uniform Certified Public Accountant Examination, as passed in Connecticut as well as most other jurisdictions. Concentrations available to students in this program are accounting and taxation, finance, and information systems and operations management.

The School received full accreditation of its graduate and undergraduate programs by AACSB International – The Association to Advance Collegiate Schools of Business on March 6, 1997. In 2000, the School's advancement was recognized further by a generous \$25 million gift from Charles F. Dolan, founder and chairman of Cablevision Systems Corp. and a long-time friend and trustee of the University, for whom the School is now named.

The School is housed in a state-of-the-art facility with 11 classrooms, three computer labs, eight group workrooms, and outstanding media and technology equipment. The building has extensive lounge and meeting areas for student activities and unrivaled offices for faculty and staff. The School's building and facilities are among the best in the nation and reflect the continual development and unlimited potential of the Charles F. Dolan School of Business.

Mission Statement and Goals of the Dolan School of Business

In keeping with the mission of Fairfield University, the Dolan School of Business is committed to preparing students for leadership success in their personal and professional lives and, in the Jesuit tradition of educating the whole person, who are socially responsible and prepared to serve others.

The programs and curricula of the School are directed at a diverse population of students. Through innovation and integration of the many disciplines in the arts and sciences with those of commerce, our programs encourage the acquisition of interdisciplinary knowledge, personal skills, and technical competencies necessary in our increasingly complex, diverse, and sophisticated world.

The School emphasizes excellence in the classroom, in scholarly research, and in the application of concepts to the world of business. In addition:

- It strives to attend to and develop all students to their fullest potential in accord with their needs, talents, and goals. This requires a commitment to teaching the whole person and recognition that excellence in teaching is the School's number one priority.
- It strives through its graduate and undergraduate programs to be recognized by the business and educational communities as one of the best, if not the best, small comprehensive universities in the nation, serving students in programs that have been selected for their high intellectual and leadership capacities, and who are likely to make outstanding contributions to the world of business, within the philosophy of the Jesuit tradition.
- It fosters excellence in its faculty, curricula, staff, facilities, and programs through the devotion of resources for instructional and faculty and staff development to enhance the learning process of its students and maximize the potential of faculty and staff.
- It strives to serve the expectations and needs of its stakeholders, internal and external, by continuously reviewing, evaluating, and adapting its mission, goals, programs, curricula, resource bases, intellectual contribution, and overall activity.



- It strives to create within its students and the community an understanding and appreciation of the interrelationships of business, legal, social, and cultural systems through teaching, internships, faculty and student exchange programs, and resource networks, so that students are prepared to meet the challenges of the global village in a socially responsible manner.
- It seeks to create a community of scholars, faculty, and students dedicated to understanding and responding to the needs of organizations and institutions; to creating outstanding academic programs that foster the development of humane and ethical organizations; and to adding, concomitantly to the intellectual capital of the academy through the application of basic and applied research.
- It strives to maintain an appropriate balance of faculty in each discipline area within the School to serve the programs offered and satisfactorily meet stakeholder needs; to maintain a balance of teaching, intellectual contribution, and service within each discipline area consistent with the excellence articulated in its mission; and to create a faculty development system consistent with achieving excellence in instructional development and intellectual contribution.

In carrying out its mission, the School normally admits graduate students who have an average of three or more years of professional experience. Generally, the School admits graduate students who meet the minimum criteria of a formula score of 1100. The formula score is arrived at by multiplying an applicant's grade point average by 200 and adding that product to his or her GMAT score. In most cases, this requires an undergraduate GPA of at least 3.00 accompanied by a GMAT score of at least 500.

In addition, the admission process requires complete, official transcripts of all undergraduate work, two recommendations, and a self-evaluation of work experience. A committee on graduate admissions reviews the applications and selects those who will be accepted to the program.

The School offers classes at night and on weekends to serve the needs of part-time graduate students from the regional business community and full-time students. Class sizes are small, 20 to 25 students on average, with an emphasis on close interaction between the individual and the faculty member. The School is dedicated to the use of the latest classroom teaching technologies and it has a balanced emphasis between individual assignments and group work in a variety of different classroom formats, such as lectures, case work, experiential exercises, business projects, and research papers.

The School designs individual programs of study for students, enabling them to meet their educational goals and professional objectives. These program designs are completed upon matriculation, and each semester students may update or amend their plans in consultation with the director of graduate programs.

The School's faculty members have extensive professional business experience to accompany their strong academic preparation, which includes earned doctorates and, in nearly every case, previous academic work in the liberal arts and sciences, scholarly contributions and ongoing research interests, and continuing professional involvement in their chosen areas of expertise. They are dedicated to teaching excellence and their strong business and academic backgrounds give them a unique ability to bridge the gap between theory and practice.

Graduate Business Association

The Fairfield University Graduate Business Association was formed in 1999 to support internal and external environments and create the best possible educational experience for graduate business students and alumni at the School. Internal committees facilitate communication and program enrichment: The communication committee seeks to voice issues and ideas to the administration; and the camaraderie committee seeks to build and maintain the School's sense of community and fun. External committees include networking and publicity. The former supports networking opportunities within the student body, the alumni, and the business community at large; the latter works to ensure visibility for all.

THE MASTER OF BUSINESS ADMINISTRATION PROGRAM

An MBA is meant to be a generalist degree that covers all the relevant topical areas and gives students the opportunity to specialize, but not major, in a functional area of business. The MBA program has three components: core courses, breadth courses, and specialization or concentration courses.

The core courses are designed to provide fundamental tools and functional area competencies for students who did not major in a business specialty as undergraduates, did not perform well academically as undergraduates, or took only a portion of the functional and tool courses that comprise the MBA core. For example, a student who majored in economics as an undergraduate probably has sufficient background in economics, mathematics, statistics, and information systems, but lacks coursework in marketing, accounting, finance, organizational behavior, etc. Therefore, the economics major would need to complete the missing core courses in order to have the same set of fundamental competencies as a student who majored in a business discipline. This is called "leveling," where everyone starts at the same level, or nearly so, before they go on to take advanced coursework. Therefore, the core courses are prerequisites to the full MBA program.

The full MBA program consists of the breadth and specialization courses. The AACSB International accreditation standards require at least 30 semester hours of study beyond the core. The Dolan School limits the number of options that it offers in the breadth and specialization courses to strengthen the program pedagogically with a strong set of breadth courses that everyone must take, and limits the number of specialization electives to provide a focus for each concentration.

Course waiver policy: Students admitted to the graduate programs may be able to waive selected courses on the basis of previous course work, relevant work experience when combined with related course work, or a program of graduate study completed with a grade of B or better. A maximum of nine core courses may be waived. Concentration courses may not be waived. Generally, the



student's undergraduate degree must have been earned within five years of the date of enrollment in the graduate program for undergraduate courses to be considered for waivers.

Requests for waivers will be decided after students are accepted into the program. The request should be submitted to the associate dean for graduate business programs. Waiver Request forms can be obtained from the dean's office. When submitting a request, students must provide all relevant transcripts and supporting materials. Fairfield University alumni who received a B.S. in business within five years of enrollment in the MBA or M.S. in finance programs do not need to supply syllabi.

Students who select finance, information systems and operations management, or marketing for their concentration will not be granted a waiver in the related entry-level core course regardless of the number of undergraduate courses taken in those areas.

Computer usage: All students are expected to demonstrate and/or attain proficiency in the use of computers during their program of study. Usage is integrated throughout the curriculum and it is expected in each course. The School provides fully equipped microcomputer labs for student use, and each student should obtain a computer account for access to the University's mainframe systems.

The MBA Curriculum

Core courses – 29 credits

AACSB International standards require that the core curriculum include the following areas:

- Financial reporting, analysis, and markets
- Domestic and global economic environments of organizations
- Creation and distribution of goods and services
- Human behavior in organizations

Core courses are designed to be taken before breadth and elective courses. All courses are three credits unless otherwise noted.

AC 400	Financial Accounting (waived by two accounting courses)
AC 401	Management Accounting (Prerequisite: AC 400) OR
AC 402	Financial Statement Analysis (Prerequisite: AC 400) (either waived by three accounting courses)
BU 403	Global Legal, Social, and Ethical Environments of Business
FI 401	Financial Management (Prerequisite: AC 400)
IS 401	Information Communication and Technology Management
MG 400	Organizational Behavior
MG 404	Quality Management and Operations (Prerequisite: QA 401)
MK 401	Marketing Management
QA 400	Managerial and Mathematical Economics
QA 401	Data Analysis and Modeling (two credits)

Breadth courses – 21 credits

BU 584	Global Competitive Strategy (Prerequisites: all core courses, MG 508, and majority of breadth courses)
FI 500	Creating and Managing Shareholder Value in a Dynamic Business Environment (Prerequisites: AC 400, FI 401)
MG 503	Human Resource Strategies
MG 504	Leadership (Prerequisites: MG 400, MG 503)
MG 507	Negotiations and Dispute Resolution
MG 508	Strategic Management of Technology and Innovation (Prerequisite: MG 404)
MK 500	Creating, Managing, and Measuring Customer Value (Prerequisites: all core courses)

Elective courses – 12 credits

Four elective courses are required with a minimum of three electives from one area of concentration (accounting, finance, human resource management, information systems and operations management, international business, marketing, or taxation). One elective must be a designated research course in the student's area of concentration (see listing of electives below). Usually, electives are taken following completion of core and breadth courses.

MBA Concentrations

Accounting Concentration

To earn an MBA with a concentration in accounting, students must successfully complete the MBA core and breadth courses, as well as the area of concentration in accounting.

All courses are three credits unless otherwise noted.

To be eligible for admission to this area of concentration, students must have an undergraduate degree (B.S. or B.A.) with a major in accounting or the equivalent. The equivalent of an undergraduate degree in accounting includes the successful completion of: intermediate accounting (six credits), advanced accounting (three credits), cost accounting (three credits), and auditing (three credits). Deficiencies will be handled on a case-by-case basis.

Required concentration course

AC 510* Contemporary Issues and Problems in Accounting

Elective concentration courses

AC 520*	International Business, Accounting, and Tax Issues
AC 530	Accounting for Governments, Hospitals, and Universities
AC 540*	Design of Cost Management Systems
AC 550*	Accounting Information Systems and Technology
AC 560	Issues in Auditing and Assurance Services
TX 535	Taxation for Management Decision-Making

*Designated as research courses

Finance Concentration

All students with a concentration in finance must take the following courses:

- FI 401 Financial Management (cannot be waived)
- FI 505* Case Problems in Finance
- FI 540 Investment Analysis

A student may choose two courses from the following to complete the concentration:

- FI 520 Capital Budgeting
- FI 525 Working Capital Management
- FI 545 Portfolio Management
- FI 555* International Financial Management
- FI 560 Global Financial Markets and Institutions
- FI 565 Derivative Securities and Financial Risk Management
- FI 570 Fixed Income Securities
- FI 585* Seminar: Contemporary Topics in Finance

**Designated as research courses*

Information Systems and Operations Management Concentration

All students with a concentration in Information Systems and Operations Management must take the following courses:

- IS 401 Information Communication and Technology Management (cannot be waived)
- IS 503 Data Mining and Data Warehousing (formerly Decision Support and Expert Systems)

A student may choose two or three courses from the following to complete the concentration. Students' programs of study also may include courses selected from the School of Engineering's M.S. in Management Technology program.

- BU 510 Applied Forecasting
- BU 530* Global Operations Management
- BU 535* Global Logistics Management
- IS 501* International Information Systems
- IS 502* Impact of Computing on Life and Work
- IS 585* Seminar: Contemporary Topics in Information Systems

**Designated as research courses*

International Business Concentration

Students may choose three or four courses from the following to complete the concentration:

- AC 520* International Business, Accounting, and Tax Issues
- BU 526* International Business Law and Regulation
- BU 530 Global Operations Management
- BU 535 Global Logistics Management
- FI 555* International Financial Management
- FI 560 Global Financial Markets and Institutions
- IL 585* Seminar: Contemporary Topics in International Business
- IS 501* International Information Systems
- MG 550* International Human Resource Management
- MG 580 Cross-Cultural Management
- MK 550* Global Marketing

**Designated as research courses*

Management Concentration

All students with a concentration in management must take:

- MG 400 Organizational Behavior (cannot be waived)

A student may choose three or four courses from the following to complete the concentration:

- MG 500 Corporate Culture and Diversity
- MG 505 Performance Appraisal and Compensation Systems
- MG 510* Law and Human Resource Management
- MG 550* International Human Resource Management
- MG 560* Entrepreneurship
- MG 570 Labor Relations
- MG 580 Cross-Cultural Management
- MG 585* Seminar: Contemporary Topics in Management

A track in **human resource management** is available with the following courses:

- MG 400 Organizational Behavior (cannot be waived)
- MG 510 Law and Human Resource Management
- MG 505 Performance Appraisal and Compensation Systems **OR**
- MG 570 Labor Relations

A student may choose one or two courses from the following to complete the concentration:

- MG 500 Corporate Culture and Diversity
- MG 505 Performance Appraisal and Compensation Systems
- MG 550* International Human Resource Management
- MG 560* Entrepreneurship
- MG 570 Labor Relations
- MG 580 Cross-Cultural Management
- MG 585* Seminar: Contemporary Topics in Management

*Designated as research courses

Marketing Concentration

All students with a concentration in marketing must take the following courses:

- MK 401 Marketing Management (cannot be waived)
- MK 510* Customer Behavior
- MK 520* Marketing Research

A student may choose two courses from the following to complete the concentration:

- BU 510 Applied Forecasting
- BU 535* Global Logistics Management
- MK 535 Building Brand Equity
- MK 540* Advertising Management
- MK 550* Global Marketing
- MK 560* Business-to-Business Marketing in the Internet Economy
- MK 570* Internet Marketing
- MK 585* Seminar: Contemporary Topics in Marketing

*Designated as research courses

Taxation Concentration

Students with a concentration in taxation must take:

- TX 501 Federal Income Taxation of Individuals (three credits)
- TX 501L Federal Tax Research Methodology Lab (one credit)
- TX 502 Taxation of Property Transactions (Prerequisite: TX 501)

Students must choose a capstone and two elective courses from one of the following tracks to complete the concentration:

Business Taxation Track

- TX 510 Corporate and Shareholder Taxation
- TX 512 Advanced Corporate Taxation

Individual/Family Taxation Track

- TX 520* Estate and Gift Taxation
- TX 522* Taxation of Flow-Through Entities, Shareholders and Beneficiaries

Capstone Courses

- TX 550* Business Tax Planning – Business Taxation Track
- TX 560* Family Tax Planning – Individual Taxation Track

Additional courses not part of either track:

- AC 520* International Business, Accounting, and Tax Issues
- TX 535 Taxation for Management Decision-Making

*Designated as research courses

Overall Program Requirements

Core courses	29 credits
Breadth courses	21 credits
Concentration courses	12 credits
Total requirements	62 credits

A minimum of 36 graduate credit hours must be completed at Fairfield University for the MBA degree.

THE MASTER OF SCIENCE IN FINANCE PROGRAM

The M.S. in finance provides unique opportunities for individuals who want to enhance their career opportunities in the areas of investments, corporate finance, or banking. The main program consists of 10 three-credit courses (eight required and two electives) and is especially useful for those who want to pursue advanced certification, such as the CFA, CFM, CFP, etc. Applicants should hold an undergraduate or an MBA degree and have an adequate background in the areas of microeconomics, macroeconomics, financial accounting, and statistics. Applicants lacking proper training in these areas will need to take preparatory courses in addition to the main course work.

The M.S. in Finance Curriculum

Required courses – 24 credits

FI 401	Financial Management
FI 505	Case Problems in Finance
FI 540	Investment Analysis
FI 545	Portfolio Management
FI 555	International Financial Management
FI 560	Global Financial Markets and Institutions
FI 565	Derivative Securities and Financial Risk Management
FI 595	Research Methods in Finance

Elective courses – six credits

FI 500	Creating and Managing Shareholder Value
FI 520	Capital Budgeting
FI 525	Working Capital Management
FI 570	Fixed Income Securities
FI 585	Seminar: Contemporary Topics in Finance
FI 597	Independent Seminar in Finance

Note: All courses are three-credit courses.

Overall program requirements

Required courses	24 credits
Elective courses	6 credits
Total requirements	30 credits

THE MASTER OF BUSINESS ADMINISTRATION PROGRAM IN PUBLIC ACCOUNTING

The MBA program in public accounting is designed to provide students who have a bachelor of science degree in accounting with an opportunity to complete an MBA degree within a 12- to 15-month period, based on undergraduate coursework, as well as fulfill the 150-hour criterion to sit for the uniform CPA examination, as passed in Connecticut and most other jurisdictions. Students complete their studies during one or two summers and one academic year immediately following undergraduate commencement (May through the following May or August).

A key component of the program is a public accounting practicum. The practicum is a full-time, paid position with a sponsoring national public accounting firm. Students receive credit toward their MBA degree for completion of the practicum. Fairfield University undergraduates generally complete two practicum sessions during the first half of the spring semesters of their senior and graduate years. Non-Fairfield University students complete one practicum during the first half of the spring semester of the program.

The Program in Public Accounting Curriculum

Students in this program complete the series of breadth courses as outlined under the general MBA curriculum section. Students also complete a series of specialization courses to receive a concentration in accounting or taxation. These concentrations are fulfilled under the same standards outlined under the general MBA curriculum section. With respect to all other courses, students may choose the particular courses to take, based on individual interest, number of additional credits needed to sit for the uniform CPA exam, and availability in course offerings. This series includes, but is not limited to, the following courses:

AC 510	Contemporary Issues and Problems in Accounting
AC 520	International Business, Accounting, and Tax Issues
AC 530	Accounting for Governments, Hospitals, and Universities
AC 560	Issues in Auditing and Assurance Services

- TX 501 Federal Income Taxation of Individuals
 TX 502 Taxation of Property Transactions

Additional courses may be offered to fulfill the uniform CPA exam requirements due to curriculum enhancements and course demand.

Computer Usage: All students are expected to demonstrate and/or attain proficiency in the use of computers during their program of study. Computer usage is integrated throughout the curriculum and it is expected in each course. The School provides fully-equipped microcomputer labs for student use and each student should obtain a computer account for access to the University's mainframe systems.

THE CERTIFICATE PROGRAMS FOR ADVANCED STUDY

The certificate program for advanced study in accounting, finance, human resource management, information systems and operations management, international business, marketing, and taxation provides opportunities for qualified professionals to enhance their competency and update their skills in an area of specialization.

The 15-credit program is designed to provide a complete integration to the theory and practice of contemporary business. The C.A.S. programs in accounting, finance, human resource management, information systems and operations management, international business, and marketing are suitable for working professionals who have already earned a graduate degree; whose responsibilities are currently or are expected to be in a particular specialty and who desire greater depth of academic preparation in that subject area; or for individuals outside of the area who desire to understand multifunctional thinking in order to compete effectively in the marketplace.

The program requires completion of the introductory course in the subject areas. These include:

finance:

- FI 401 Financial Management

human resource management:

- MG 503 Human Resource Strategies

marketing:

- MK 401 Marketing Management

information systems and operations management:

- IS 401 Information Communication and Technology Management

In addition, students must complete four additional courses totaling 15 credits selected from the area of specialization. All programs of study are planned with the help of the assistant director of graduate programs and consider the interests and goals of the participant.

Candidates for the certificate are to complete all requirements within three years of beginning their course work. They are expected to make some annual progress toward the certificate in order to remain in good standing. A candidate who elects to take a leave of absence must notify the dean in writing.

Grades and academic average computation are identical to those of the MBA and M.S. programs. Certificates are awarded to candidates who complete their programs with at least a 3.00 overall grade point average.

Course Descriptions

AC 400

Financial Accounting

This course focuses on the basic concepts and analysis tools necessary for comprehending and using financial statements. Students learn about the financial reporting process and focus on interpreting financial statement information. Topics include financial statement analysis, accrual accounting, revenue and expense recognition, and accounting for assets, liabilities, and equities. Three credits.

AC 401

Management Accounting

This course focuses on the effect of the organization's cost structure on its competitive position and closely examines the role of costs in managers' decision-making and planning, and control of the organization. Students learn to accumulate costs and assign them to products and services. They engage in profit planning and resource allocation through the budgeting process. They evaluate organizational performance of cost, profit, and investment centers. (Prerequisite: AC 400 or equivalent) Three credits.

AC 402

Financial Statement Analysis

This course uses a case approach for analysis of financial statements by users within and external to the organization. The course focuses on understanding the role of profitability, liquidity, solvency, and capital structure in the financial position and performance of the organization as well as the role of financial statement data in supporting investment, credit, and other management decisions. (Prerequisite: AC 400 or equivalent) Three credits.

AC 498**Public Accounting Practicum**

Students gain practical experience in a public accounting firm. (Prerequisites: admission to the MBA program in public accounting and approval of the program director) Three credits.

AC 510**Contemporary Issues and Problems in Accounting**

This course discusses emerging issues, recent pronouncements of accounting rule-making bodies, and unresolved controversies relating to contemporary financial reporting, taking into consideration institutional, historical, and international perspectives. Topics may include revenue recognition, earnings quality, international harmonization, social responsibility, and e-commerce issues. Six credits.

AC 520**International Business, Accounting, and Tax Issues**

This course examines the cultural context of business and its impact on accounting and tax systems as well as current issues affecting the business entity in a global environment. (Prerequisite: AC 400) Three credits.

AC 530**Accounting for Governments, Hospitals, and Universities**

This course examines the fund accounting systems used by governments, hospitals, and universities. Topics may include fund accounting, budgeting, and cost control systems. (Prerequisite: AC 400) Three credits.

AC 540**Design of Cost Management Systems**

This case-based course focuses on the evolution of cost management systems from the traditional accounting system to the fully integrated accounting system. The course discusses the development and use of an activity-based costing system and a modern performance evaluation system as additions to the traditional financial reporting system and as departures from the traditional system. The course concludes with an exploration of the fully integrated cost management system that incorporates the functionality of the original accounting system with the add-on systems using an enterprise resource planning system. (Prerequisites: AC 320, AC 365 or equivalent) Three credits.

AC 550**Accounting Information Systems and Technology**

This course analyzes the methods used to capture, process, and communicate accounting infor-



mation in a modern business enterprise. Students learn to document business transaction cycles, identify weaknesses, and recommend internal control improvements. They also design and build a module of an accounting information system using appropriate database technology. (Prerequisite: AC 365 or equivalent) Three credits.

AC 560**Issues in Auditing and Assurance Services**

This course examines current problems and issues in auditing and assurance services. Designed with a modular format that facilitates the updating of topics as needed, it may include the following: independence, materiality, forensic accounting, e-commerce transaction auditing, assurance services, management of the information systems audit function, internal auditing, fraud detection, and the evaluation of audit evidence. (Prerequisite: AC 330 or equivalent) Three credits.

BU 403**Global Legal, Social, and Ethical Environments of Business**

This course examines the legal and ethical responsibility of business to its stakeholders. The course includes an introduction to the legal system as it expresses various social, ethical, and political norms, and common law and regulatory controls in such areas as consumer protection, unfair trade practices, workplace safety, environmental protection, fair employment practices, and intellectual property. Three credits.

BU 502**Global Market Analysis and Valuation**

This course provides a complete review of economic, financial, and marketing conditions necessary for a manager's analysis of new global market opportunities and their viability. It entails macroeconomic analysis, financial statement and cash flow forecasts, the determination of market value added, financial ratio analysis, technology development, and marketing concepts. Three credits.

BU 510**Applied Forecasting**

This course examines the construction and use of mathematical models and forecasting techniques, covering linear programming, simulation, and decision-making under uncertainty in detail. The course presents the classical methods of time-series forecasting, emphasizes practicality, and offers extensive computer support. Three credits.

BU 526**International Business Law and Regulation**

This course examines public and private international law and regulation, emphasizing issues relevant to doing business internationally. Three credits.

BU 530**Global Operations Management**

This course examines business practices for strategically developing and implementing operations and production competencies to build competitive advantages. The course addresses the issues of integrating technologies and operations, strategic planning and control, quality and productivity improvement, and re-engineering, and uses several analytical models and computer applications to aid decision-making. (Prerequisite: MG 404 or permission of instructor) Three credits.

BU 535**Global Logistics Management**

This course emphasizes global logistics as the management of time and place. It takes an integrated cross-functional management approach using strategic infrastructure and resource management to efficiently create customer value. Specifically, it examines the time-related global positioning of resources, or the strategic management of the total supply-chain. Topics include procurement, manufacturing, distribution, and waste disposal, and a concomitant discussion of associated transport, storage, and information technologies. Three credits.

BU 584**Global Competitive Strategy**

Taken as the second course in a sequence with MG 508 and designed to be the MBA capstone

course, BU 584 considers the formulation of effective policy and strategy actions and their management. It examines the role of the general manager in this process and presents diversified issues and problems a business firm and managers may be required to consider in strategic planning. The course also examines the problems and tasks of strategy implementation, the general manager's function of achieving stated objectives, and the establishment of new objectives to assure the continuity of the business organization. Students prepare a business plan as part of this course. (Prerequisites: all core courses, MG 508, and majority of breadth courses) Three credits.

FI 400**Monetary and Fiscal Policy**

This course examines Keynesian, Monetarist, and Rational Expectations theories of the role of money in the economy, the study of monetary policy goals and their implementation, and federal government fiscal functions and budgets in terms of equity, efficiency, and stabilization. (Prerequisite: QA 400) Three credits.

FI 401**Financial Management**

This course examines contemporary financial theory as applied to the corporation, giving consideration to the investment decision, financing decision, and dividend decision in the framework of efficient international capital markets. Other topics include the risk-return tradeoff and the theory and application of options. (Prerequisite: AC 400) Three credits.

FI 500**Creating and Managing Shareholder Value in a Dynamic Business Environment**

This course examines business decision-making with the aim of creating and managing value for shareholders. Accordingly, students learn how to lead and manage a business in a competitive environment. This involves the formulation of corporate objectives and strategies, operational planning, and integration of various business functions leading to greater shareholder value. Topics include investment and strategic financial decision-making. A business simulation facilitates the learning process. (Prerequisites: AC 400, FI 401) Three credits.

FI 505**Case Problems in Finance**

This course examines and applies the principles developed in FI 401 to specific problems, with the goal of completely integrating the theory and practice of finance using case studies. (Prerequisite: FI 401) Three credits.

FI 520**Capital Budgeting**

This course examines the decision methods employed in long-term asset investment and capital budgeting policy. The course includes a study of quantitative methods used in the capital budgeting process: simulation, mixed integer programming, and goal programming. Students use these techniques and supporting computer software to address questions raised in case studies. (Prerequisite: FI 401) Three credits.

FI 525**Working Capital Management**

Students examine the theory, practice, and corporate policy of the management of current assets and current liabilities. Topics include cash and marketable securities management, cash budgeting, inventory control, accounts receivable management, and short- and intermediate-term financing. (Prerequisite: FI 401) Three credits.

FI 540**Investment Analysis**

This course examines the determinants of valuation for bonds, stocks, options, and futures, stressing the function of efficient capital markets in developing the risk-return tradeoffs essential to the valuation process. (Prerequisite: FI 401) Three credits.

FI 545**Portfolio Management**

Students examine how individuals and firms allocate and finance their resources between risky and riskless assets to maximize utility, using an overall model that provides the sense that the portfolio process is dynamic as well as adaptive. Topics include portfolio planning, investment analysis, portfolio selection, portfolio evaluation, and portfolio revision. (Prerequisite: FI 540) Three credits.

FI 555**International Financial Management**

The globalization of international financial markets presents international investors and multinational corporations with new challenges regarding opportunities and risks. This course examines the international financial environment of investments and corporate finance, evaluating the alternatives available to market participants in terms of risk and benefits. Topics include exchange rate determination, exchange rate exposure, basic financial equilibrium relationships, risk management including the use of currency options and futures, international capital budgeting and cost of capital, and short-term and international trade financing. (Prerequisite: FI 401) Three credits.

FI 560**Global Financial Markets and Institutions**

This course examines financial markets in the context of their function in the economic system. The material deals with the complexity of the financial markets and the variety of financial institutions that have developed, stressing the dynamic nature of the financial world, which is continually evolving. Three credits.

FI 565**Derivative Securities and Financial Risk Management**

This course offers in-depth coverage of derivative securities such as options futures and swaps, covering traditional as well as more exotic derivatives. The course includes analysis of the principles that govern the pricing and the two most important uses of these securities, hedging and speculation, and emphasizes the use of derivatives in managing risk exposure and assessing value at risk. (Prerequisite: FI 540) Three credits.

FI 570**Fixed Income Securities**

This course deals extensively with the analysis and management of fixed income securities, which constitute almost two-thirds of the market value of all outstanding securities. The course provides an analysis of treasury and agency securities, corporate bonds, international bonds, mortgage-backed securities, and related derivatives. More specifically, this course provides an in-depth analysis of fixed income investment characteristics, modern valuation, and portfolio strategies. (Prerequisite: FI 540) Three credits.

FI 585**Seminar: Contemporary Topics in Finance**

This course presents recent practitioner and academic literature in various areas of finance, including guest speakers where appropriate. Topics vary each semester to fit the interests of the seminar participants. (Prerequisite: FI 401) Three credits.

FI 595**Research Methods in Finance**

This course, open to M.S. in finance students only, deals extensively with applied research methods in finance, a highly empirical discipline with practical relevance in the models and theories used. The central role of risk distinguishes research methodology in finance from the methodology used in other social sciences, necessitating the creation of new methods of investigation that are adopted by the finance industry at an astonishingly fast rate. For example, methods of assessing stationarity and long-run equilibrium, as well as methods measuring uncertainty, found a home in the finance area. This course covers traditional

and new research methods that are directly, and in most instances, solely applicable to finance problems. (Prerequisite: FI 540) Three credits.

FI 597

Independent Seminar in Finance

This course, which is open to M.S. in finance students only, provides participants with the opportunity to explore a financial topic of interest in depth, immersing students in detailed investigations requiring substantial research and analysis. (Prerequisite: FI 595) Three credits.

IL 585

Seminar: Contemporary Topics in International Business

This course examines recent practitioner and academic literature in various areas of international management, incorporating guest speakers where appropriate. Topics vary each semester to fit the interests of the seminar participants. Three credits.

IS 401

Information Communication and Technology Management

This course examines techniques for determining the information needs of managers and for developing the systems, using the appropriate technology, whereby that information is available to managers at the time required, in a format desired, and at a cost that is reasonable. Three credits.

IS 501

International Information Systems

This course explores the impact of information technology on globalization of business; environments of West/East Europe, Pacific Rim, and the Third World; models and issues; global systems planning and management; and technology transfer. It includes the history and types of information systems and their impact on business and increased competitiveness; technical, economic, and behavioral issues of global information systems; multinational challenges and strategies for international agencies; technical components of global information systems, cost/benefit analysis of global systems, and maintenance issues; and information technology transfer, transborder data flows, and electronic data interchange. Three credits.

IS 502

Impact of Computing on Life and Work

Coping with cyberspace in work and life calls for a new type of "hero" for the information age – one who is a team player and a visionary, and one who has information-enablement in theory and application. This course focuses on appropriate use of information technology with special emphasis on the non-technical aspects of introducing comput-

ing in different environments, game playing, and virtual reality implications. The course presents ways to cope with information technology in the workforce of the next century. The text highlights work through the ages, technological change, automation, and progress; humanism, alienation, privacy, surveillance, and intellectual property; political correctness and ethical implications of the use of information technology; emergence of a new technologically based elite, workforce 2000 issues; corporate decision-making, simulation concerns, training managers for the next century; power and information, dealing with complexity and accountability; and information technology and personal decision-making styles, personal productivity, and collaboration. Three credits.

IS 503

Data Mining and Data Warehousing

This course offers an in-depth look at building a data warehouse and its use in data mining. Making use of a modern DBMS, the course examines the areas of analysis, design, and construction of data warehouses, Star-Schema or Multidimensional. Students, working in teams, focus on the phases of building the data warehouse and explore its contents with data-mining techniques such as predictive data mining and knowledge discovery. Three credits.

IS 585

Seminar: Contemporary Topics in Information Systems

This course draws from current literature on information technology. The topics change from semester to semester depending on student and/or faculty interest and may include enterprise-wide computing with networks; modeling and business simulation; technology trends for the new millennium; creative problem-solving using information technology; executive information systems for decision-making; ethics, morals, and other socioeconomic factors in the use of information technology; comparative computer languages; limitations and applications; and groupware and electronic media in decision-making. Three credits.

MG 400

Organizational Behavior

This course examines micro-level organizational behavior theories as applied to organizational settings. Topics include motivation, leadership, job design, interpersonal relations, group dynamics, communication processes, organizational politics, career development, and strategies for change at the individual and group levels. The course uses an experiential format to provide students with a simulated practical understanding of these processes in their respective organizations. Three credits.

MG 404**Quality Management and Operations**

This introductory course in quality control, for business students concerned with the connection between management philosophy and the notion of continuous improvement, takes a process-oriented approach that emphasizes the work of Deming and Shewhart to develop the distinction between a stable process and an unstable process. Removing, one-by-one, special causes of trouble detected by simple statistical methods results in a stable process – a concept that requires management recognition. (Prerequisite: QA 401) Three credits.

MG 500**Corporate Culture and Diversity Management**

Students explore the impact of corporate culture on the management of diversity. They develop an increased appreciation for the ways in which valuing differences in the workplace can enhance personal development and organizational effectiveness. To accomplish this, students explore diversity as a central strategic issue, their own operative diversity framework, the relationship between diversity and management effectiveness, and strategies for valuing diversity. The class addresses specific dimensions of diversity and the knowledge and skills students must develop to effectively work with others who are different from them. Three credits.

MG 503**Human Resource Strategies**

This course conceptualizes "human resource strategies" in the broadest sense. A required component in the MBA curriculum for all students, this course helps students become better managers of people – better bosses, better leaders, better motivators, and more effective employer agents. Toward these ends, the course familiarizes students with the basics and best practices in several functional areas of employee management such as staffing, performance evaluation, training and development, compensation, work design, and labor relations; their nexus to organizational performance; and their interconnections. Moreover, on the micro level, it encourages students to develop and refine strategies that will strengthen their personal model of employee management. Three credits.

MG 504**Leadership**

Are great leaders born or made? This course explores the art and science of leadership and interpersonal influence. Theories of leadership, empowerment, and delegation are reviewed to determine what makes an effective leader.

Students participate in a variety of experiential exercises and participate in a team-building "Leadership Challenge" experience. (Prerequisites: MG 400, MG 503) Three credits.

MG 505**Performance Appraisal and Compensation Systems**

This course builds on the foundational evaluation and reward concepts covered in MG 503. Students explore in some depth the interface of organizational performance management and compensation systems. Topics may include 360-feedback programs, behaviorally anchored rating scales, ESOPs, profit sharing, gain sharing, and the strategic use of employee benefits. (Prerequisite: MG 503) Three credits.

MG 507**Negotiations and Dispute Resolution**

This course includes extensive discussion of principles of negotiation and dispute resolution. A major project involves dispute resolutions such as workplace grievance, loan workouts, or contractual disputes. Three credits.

MG 508**Strategic Management of Technology and Innovation**

Taken as the first course in a sequence with BU 584, this course covers competitive analysis in various market structures, technology development, new product development, uncertainty and risk responses, technology transfer, technology management and selection, and other topics relevant to the economic value of the firm. (Prerequisite: MG 404) Three credits.

MG 510**Law and Human Resource Management**

This course examines law and public policy issues regarding employee rights and obligations, including employment discrimination, OSHA, pension and benefit issues, minimum wage, and workers' compensation and employment benefits. This course also covers methods of alternative dispute resolution including mediation, arbitration, and negotiation in a human resource context. Three credits.

MG 550**International Human Resource Management**

This course recognizes the complexities of managing human resources in the global village. It deals with topics such as work force diversity issues centered on entering new global markets; international training issues; legal and regulatory issues; and retention, workforce mobility, compensation, and other issues. Three credits.

MG 560**Entrepreneurship**

This course covers entrepreneurship and small business management, focusing on the development of entrepreneurial start-up ventures from the point of view of the founding entrepreneur. Topics include the characteristics and skills of successful entrepreneurs, the stages of growth of entrepreneurial businesses, the crises of management in start-up ventures, and issues confronting family and small-business management. Students create their own start-up business plan in conjunction with faculty as the primary course requirement. Three credits.

MG 570**Labor Relations**

This course acquaints students with the dynamics of labor-management relations and makes students better negotiators and managers of workplace conflict. The course examines the processes of bargaining and dispute resolution, primarily in the context of the unionized environment, using case studies, law cases, and experiential exercises to explore issues such as negotiations strategy, mediation, and arbitration. It also examines successful models of cooperative relations between management and labor. Three credits.

MG 580**Cross-Cultural Management**

This course develops a framework for distinguishing the various stages of cross-national cooperative relationships that have distinct characteristics and call for different modes of behavior. The stages of this framework include identifying a cross-cultural win-win strategy; translating the strategy into viable action plans; executing the strategy and making cross-cultural collaboration happen; and assuring that emerging synergistic organizations become self-initiating entities. The course also identifies and discusses the necessary managerial skills for the support of each of these stages. Three credits.

MG 585**Seminar: Contemporary Topics in Management**

This course examines recent practitioner and academic literature in various areas of human resource management, incorporating guest speakers as appropriate. Topics vary each semester to fit the interests of the seminar participants. Three credits.

MK 401**Marketing Management**

This course examines analytical and managerial techniques applied to the marketing function, with an emphasis on the development of a conceptual framework necessary to plan, organize, direct, and control the product; and strategies for promo-

tion, distribution, and pricing of the firm. The course also considers the relationship of marketing to other units within the firm. Three credits.

MK 500**Creating, Managing, and Measuring Customer Value**

The course covers several of the related but independent concepts that have recently emerged under the umbrella of "customer value." Topics include the nature of the costs and benefits associated with the notion of customer value; and the associated concepts of customer satisfaction, customer loyalty, and customer relationship building. The course rests on the philosophy that satisfying customer needs is the best way to meet a firm's organizational goals in the long term. The course also presents its concepts in terms of adding value to global campaigns for products and services. (Prerequisites: All core courses) Three credits.

MK 510**Customer Behavior**

This course offers an interdisciplinary approach to understanding the behavior of consumers in the marketplace, covering concepts from the fields of economics, psychology, social psychology, sociology, and psychoanalysis. Topics include motivation, perception, attitudes, consumer search, and post-transactional behavior. (Prerequisite: MK 401 or permission of instructor) Three credits.

MK 520**Marketing Research**

This course provides an overview of the risks associated with marketing decisions and emphasizes developing skills for conducting basic market research. Topics include problem formulation, research design, data collection instruments, sampling and field operations, validity, data analysis, and presentation of results. (Prerequisite: MK 401 or permission of instructor) Three credits.

MK 535**Building Brand Equity**

This course focuses on the theory and conceptual tools used to develop and implement product and services branding strategies, as means for insuring brand awareness, acceptance, and success, or "equity," in the marketplace. The course highlights the importance and impact of the brand in the marketplace; identifies various decisions involved in creating successful brands; provides an overview of different means for measuring brand effectiveness; and explores the existence of customer-brand relationships. The course incorporates three general modules: Module 1 – Identifying/Developing Brand Equity; Module 2 – Measuring Brand Equity; and Module 3 – Managing Brand Equity. (Prerequisite: MK 401 or permission of instructor) Three credits.

MK 540**Advertising Management**

This course provides a comprehensive overview of advertising and promotional processes, and develops strategies facilitating managerial decisions in the areas of advertising, public relations, sales promotion, and direct marketing. Accordingly, this course analyzes the importance and influence of advertising in the changing marketplace; provides students with an integrated approach for analyzing marketing communication opportunities; develops the capability for designing, implementing, and evaluating advertising campaigns; and promotes an understanding of the different methods of measuring advertising effectiveness. (Prerequisite: MK 401 or permission of instructor) Three credits.

MK 550**Global Marketing**

This course investigates the role of marketing and marketing management in different environments. It focuses on the distinction between the various marketing activities in a domestic setting versus the impact of the cultural, political, and geographic issues faced in different countries and regions of the world. (Prerequisite: MK 401 or permission of instructor) Three credits.

MK 560**Business-to-Business Marketing in the Internet Economy**

This course develops an applied understanding of the principles of business-to-business marketing, which focuses on organizational customers who buy for production purposes rather than individuals who buy for personal consumption. The techno-economic purchase motivations of organizational customers require appropriate adaptation of product, distribution, promotion, and pricing strategies. The course examines the strategic and operational implications of organizational buyer behavior and other special characteristics of business-to-business products and services that influence their marketing strategy. The course incorporates the vital and specific role of the Internet as an integral and indispensable instrument of every function and activity in business-to-business marketing operations in all subjects. (Prerequisite: MK 401 or permission of instructor) Three credits.

MK 570**Internet Marketing**

The move to an Internet-based society is among the changes expected to have a significant impact on the way that business is, and will be, conducted. This course pays particular attention to the impact of Internet technology on marketing strategy and practices, and discusses Internet technology and e-business in the context of

established marketing concepts such as promotion, distribution/logistics, pricing, retailing, marketing research, customer behavior, and other product/service decisions from a practical and academic perspective. Students develop an in-depth understanding of the marketing implications of this promising business management development. (Prerequisite: MK 401 or permission of instructor) Three credits.

MQ 585**Seminar: Contemporary Topics in Marketing**

This course examines recent practitioner and academic literature in various areas of marketing, incorporating guest speakers as appropriate. Topics vary each semester to fit the interests of the seminar participants. (Prerequisite: MK 401 or permission of instructor) Three credits.

QA 400**Managerial and Mathematical Economics**

This course focuses on the economic concepts of equilibrium and optimization. The first half of the course covers the economy-wide or macroeconomic equilibrium and its determinants, discussing the role played by the fiscal branch of government and the Federal Reserve. The second half of the course covers optimization at the microeconomic level, examining consumer and firm behavior before drawing connections between the macroeconomic and microeconomic aspects of the course. Throughout the course, mathematical economic methods provide the expository process for the topics presented and discussed. Three credits.

QA 401**Data Analysis and Modeling**

This course examines graphical and exploratory methods of data analysis, presenting the properties of several distributions (binomial, normal, etc.) to provide a foundation for useful statistical methods. The course examines various statistical methods (including hypothesis testing, analysis of variance, and linear regression) for the purposes of prediction and inference, highlighting regression modeling, which makes up the latter part of the course. Statistical reasoning and methodology provide the tools to attain quantitative reasoning, a crucial asset in everyday business. Two credits.

TX 501**Federal Income Taxation of Individuals**

Designed to introduce students to fundamental income tax concepts through explanation of the federal income tax calculation and tax policy, this course covers individual and entity taxation, gross income and deductions, tax accounting, alternative minimum tax, and taxation procedure. Students take TX 501L concurrently with this course. Three credits.

**TX 501L****Federal Tax Research Methodology Lab**

This lab introduces students to the major sources of tax law and the basic research materials and methods used by professionals in resolving tax issues. Students take this lab concurrently with TX 501. One credit.

TX 502**Taxation of Property Transactions**

This course covers the taxation of property acquisitions and dispositions. Topics include the distinction between capital and ordinary asset taxation, and non-taxable and deferred tax transactions such as like-kind exchanges, real estate sales, related party losses, and wash sales. (Prerequisites: TX 501, TX 501L) Three credits.

TX 510**Corporate and Shareholder Taxation**

This course covers the basics of creating a corporation and the taxation of its operations in the ordinary course of business. Topics include comparison of business forms for tax purposes; formation of corporations; distributions to shareholders; net operating losses; consolidated returns; penalty taxes such as accumulated earnings, alternative minimum tax, personal holding companies; and an introduction to multistate taxation. (Prerequisites: TX 501, TX 501L, TX 502) Three credits.

TX 512**Advanced Corporate Taxation**

This course covers liquidations, corporate reorganizations, mergers and acquisitions, personal holding companies, accumulated earnings, and international tax issues. (Prerequisite: TX 510) Three credits.

TX 520**Estate and Gift Taxation**

This course covers the complete realm of the unified estate and gift tax section of the Internal Revenue Code. (Prerequisite: TX 501) Three credits.

TX 522**Taxation of Flow-Through Entities, Shareholders, and Beneficiaries**

This course covers the income taxation of estates and trusts, S corporations, and partnerships. (Prerequisite: TX 502) Three credits.

TX 535**Taxation for Management Decision-Making**

This course develops in managers an awareness and appreciation of tax issues and their implications in decision-making in the business environment. The course focuses on gross income concepts, taxable entities, the tax process, compensation planning, and other issues that may affect the manager in planning. This course is not part of the taxation specialization and requires no accounting or tax background. Three credits.

TX 550**Business Tax Planning**

This course integrates topical areas of current tax planning that involve domestic and foreign corporate issues, using case methodology. It explores such issues as compensation planning, initial public offerings, sales and acquisitions, and other forms of divestitures. (Prerequisites: TX 510, TX 512) Three credits.

TX 560**Family Tax Planning**

This course integrates current topical areas that involve estate and financial planning techniques, using case methodology. It explores such issues as life insurance, retirement, estate freezes, preferred stock recapitalizations, issues of closely held businesses, and divorce. (Prerequisites: TX 520, TX 522) Three credits.

ADMISSION CRITERIA AND PROCEDURE

Master of Business Administration and Master of Science in Finance Degrees

Admission policies are the same for the MBA and the M.S. in finance programs. Students who hold a bachelor's degree in any field from a regionally accredited college or university (or the international equivalent) and who have demonstrated their ability or potential to do high-quality academic work are encouraged to apply.

Consistent with the requirements of AACSB International, the criteria for admission to either program is an appropriate undergraduate grade point average and an appropriate score on the Graduate Management Admission Test.

Generally, the School admits graduate students who meet the minimum criteria of a formula score of 1100. The formula score is arrived at by multiplying an applicant's grade point average by 200 and adding that product to his or her GMAT score. In most cases, this requires an undergraduate GPA of at least 3.00 accompanied by a GMAT score of at least 500.

In addition, the admission process requires complete, official transcripts of all undergraduate work, two recommendations, and a self-evaluation of work experience. A committee on graduate admissions reviews the applications and selects those who will be accepted to the program.

The following items must be on file before an applicant may be considered for admission:

- 1) A completed Application for Admission form
- 2) A \$55 application fee payable to Fairfield University
- 3) A statement of self-evaluation of work experience and career objectives
- 4) An official copy of transcripts of previous college or university work
- 5) Completed recommendation forms from two references; one recommendation from a faculty member and one from a present or former employer is preferred
- 6) A score for the Graduate Management Admission Test
- 7) Proof of immunization against measles and rubella (for students born after Dec. 31, 1956) in compliance with Connecticut regulations

The applicant should submit items 1, 2, 3, and 7 directly to the Office of Graduate and Continuing Studies Admission and arrange for items 4 through 6 to be submitted thereto.

MBA in Public Accounting

Fairfield University undergraduate accounting students who wish to pursue the MBA in public accounting must apply in the spring of their junior year. Applicants must meet the criteria listed below. However, as part of the admission process, the School of Business will arrange interviews with public accounting firms who may elect, on a case-by-case basis, to serve as an applicant's practicum sponsor.

Non-Fairfield undergraduates may apply for this fifth-year MBA by meeting the following criteria:

- 1) Good standing in a bachelor of science in accounting program
- 2) A minimum formula score of 1100; the formula score is arrived at by multiplying an applicant's grade point average by 200 and adding that product to his or her GMAT score. In most cases this requires an undergraduate GPA of at least 3.00 accompanied by a GMAT score of at least 500.
- 3) Sponsorship by a public accounting firm for the practicum component of the program
- 4) A completed Statement of Certification form from the applicant's accounting department faculty
- 5) A completed recommendation form from a faculty member (non-accounting) or former employer
- 6) A statement of self-evaluation

Certain core courses may be waived, or equivalent courses taken as part of the applicant's undergraduate curriculum may be substituted for core courses. Waiver or substitution is at the discretion of the director of graduate accounting academic programs.

In addition to the admission criteria listed above, the following items must be on file with the School's Graduate Admission Committee before an applicant may be considered for admission:

- 1) A completed Application for Admission form
- 2) A \$55 application fee payable to Fairfield University
- 3) An official copy of transcripts of previous college or university work
- 4) Proof of immunization against measles and rubella (for students born after Dec. 31, 1956) in compliance with Connecticut regulations.

MBA and Bachelor of Science Five-Year Undergraduate and Graduate Program

- 1) A minimum formula score of 1100; the formula score is arrived at by multiplying an applicant's grade point average by 200 and adding that product to his or her GMAT score. In most cases this requires an undergraduate GPA of at least 3.00 accompanied by a GMAT score of at least 500.
- 2) Satisfactory completion of prerequisite core preparation courses in calculus; statistics; accounting I and II; business decision making; creating a competitive environment; information systems; global, legal, social, and ethical environments of business; business ethics; macroeconomics; and microeconomics with at least a 3.00 grade point average. Grades in each of the aforementioned courses may not be lower than 2.67 or B-. These core courses may be waived, or analogous courses deemed appropriate by the associate dean of graduate programs or the assistant director of graduate programs may be substituted. Students in this program are not permitted to waive BU 584 Global Competitive Strategy. All participants in this program are expected to complete at least 12 courses or 36 credits at the graduate level, of which two courses or six credits are transferable toward completion of the undergraduate degree.
- 3) Four graduate courses or up to 12 graduate credits may be taken during the fourth academic year (September to graduation) of study, and two graduate courses or six graduate credits may be double-counted toward completion of the undergraduate business major, business minor, business core, or free elective requirements.
- 4) Formal admission to the program occurs after the student's junior year and upon satisfactory completion of all prerequisite core preparation courses and admission requirements as stipulated in items 1, 2, and 3, above, and all other admission requirements stipulated for the MBA program. Admission to the combined B.S./MBA requires the payment of additional tuition and fees as indicated in the School of Business graduate catalog.
- 5) Every student in the program must maintain at least a 3.00 grade point in all courses. Students who receive two course grades of 2.67 or lower in their graduate or undergraduate courses, following admission to the combined five-year program, will be excluded from the MBA program.
- 6) At least one course in the undergraduate curriculum must be an internship that is completed by the end of the fourth year of study.

Certificate Program for Advanced Study in:

Accounting
Finance
Human Resource Management
Information Systems and
Operations Management
International Business
Marketing
Taxation

Students who hold a master's degree, who have professional experience, and who have demonstrated their ability to do high-quality academic work are encouraged to apply.

The following items must be on file with the School's Graduate Admission Committee before an applicant may be considered for admission:

- 1) A completed Application for Admission form
- 2) A \$55 application fee payable to Fairfield University
- 3) A recent résumé
- 4) An official copy of transcripts of previous undergraduate and graduate work
- 5) Proof of immunization against measles and rubella (for students born after Dec. 31, 1956) in compliance with Connecticut regulations

The applicant should submit items 1, 2, 3, and 5 directly to the Office of Graduate and Continuing Studies Admission and arrange for item 4 to be submitted thereto.

International Students

International students must provide a certificate of finances (evidence of adequate financial resources in U.S. dollars) and should apply well in advance of the beginning of the term in which they intend to begin graduate studies. The applicant must submit certified English translations and a course-by-course evaluation of all academic records. All international students whose native language is not English must demonstrate proficiency in the English language. A minimum TOEFL composite score of 550 for the paper test or 213 for the computer-based test is required for admission to the graduate program. Information about TOEFL may be obtained from any U.S. embassy or information office or from Educational Testing Service. TOEFL may be waived for those international students who have earned an undergraduate or graduate degree from a regionally accredited U.S. college or university.

Students with Disabilities

Fairfield University is committed to providing qualified students with disabilities with an equal opportunity to access the benefits, rights, and privileges of its services, programs, and activities in an accessible setting. Furthermore, in compliance with Section 504 of the Rehabilitation Act, the Americans with Disabilities Act, and Connecticut laws, the University provides reasonable accommodations to qualified students to reduce the impact of disabilities on academic functioning or upon other major life activities. It is important to note that the University will not alter the essential elements of its courses or programs.

If a student with a disability would like to be considered for accommodations, he or she must make this request in writing and send the supporting documentation to the assistant director of student support services. This should be done prior to the start of the academic semester and is strictly voluntary. However, if a student with a disability chooses not to self-identify and provide the necessary documentation, accommodations need not be provided. All information concerning disabilities is confidential and will only be shared with a student's permission. Fairfield University uses the guidelines suggested by CT AHEAD to determine disabilities and reasonable accommodations.

Send letters requesting accommodations to: David Ryan-Soderlund, assistant director of student support services, Fairfield University, 1073 North Benson Road, Fairfield, CT 06824-5195



The GMAT Exam

The Graduate Management Admission Test, offered by Educational Testing Service (Box 966-R, Princeton, NJ 08541; www.gmat.org), is a test of aptitude rather than a test of business knowledge per se. The test, offered throughout the year at local computer labs, examines two areas: verbal and quantitative. A score is earned in each area and the scores are added together for a total GMAT score that ranges between 200 and 800. The actual required score for admission of an individual candidate into the program depends upon the cumulative grade point average earned in undergraduate work and an assessment of all parts of the candidate's application dossier.

TUITION, FEES, AND FINANCIAL AID

Tuition and Fees

Part-Time Students

A part-time graduate student enrolls for fewer than nine credit hours in graduate level courses per semester. The schedule of tuition and fees for part-time students is:

Application for matriculation (not refundable)	\$55
Registration per semester	\$25
Part-time student	
Tuition per credit hour	\$540
Change of course	\$10
Computer lab fee	\$45
Promissory note fee	\$25
Commencement fee (required of all degree recipients) ..	\$150
Transcript	\$4
Returned check fee	\$30

Full-Time Students

A full-time graduate student enrolls for at least nine and not more than 15 credit hours in graduate level courses per semester. The schedule of tuition and fees for full-time students is:

Application for matriculation (not refundable)	\$55
Registration per semester	\$25
Full-time student	
Tuition per semester	\$10,125
Change of course	\$10
Computer lab fee	\$45
Promissory note fee	\$25
Commencement fee (required of all degree recipients) ..	\$150
Transcript	\$4
Returned check fee	\$30

The University's Trustees reserve the right to change tuition rates and the fee schedule and to make additional changes whenever they believe it necessary.

Full payment of tuition and fees, and authorization for billing a company must accompany registration. Payments may be made in the form of cash (in person only), check, money order, MasterCard,



VISA, or American Express. All checks are payable to Fairfield University.

Degrees will not be conferred and transcripts will not be issued until students have met all financial obligations to the University.

Deferred Payment

During the fall and spring semesters, eligible students may defer payment on tuition as follows:

1. For students taking fewer than six credits: At registration, the student pays one-half of the total tuition due plus all fees and signs a promissory note for the remaining tuition balance. The promissory note payment due date varies according to each semester.
2. For students taking six credits or more: At registration, the student pays one-fourth of the total tuition due plus all fees and signs a promissory note to pay the remaining balance in three consecutive monthly installments. The promissory note payment due dates vary according to the semester.

Failure to honor the terms of the promissory note will prevent future deferred payments and affect future registrations.

Apply Online

Applicants are invited to apply online at <https://apply.embark.com/MBAEdge/Fairfield/MBA/51>. Once you submit your application, we will process and review it with precisely the same care and consideration as applications submitted through U.S. mail.

Reimbursement by Employer

Many corporations pay their employees' tuition. Students should check with their employers.

If they are eligible for company reimbursement, students must submit, at in-person registration, a letter on company letterhead acknowledging approval of the course registration and explaining the terms of payment. The terms of this letter, upon approval of the Bursar, will be accepted as a reason for deferring that portion of tuition covered by the reimbursement. Even if covered by reimbursement, all fees (registration, processing, lab, or material) are payable at the time of registration.

Students will be required to sign a promissory note, which requires a \$25 processing fee, acknowledging that any outstanding balance must be paid in full prior to registration for future semesters. A guarantee that payment will be made must be secured at the time of registration with a MasterCard, VISA, or American Express credit card. If the company offers less than 100-percent unconditional reimbursement, the student must pay the difference at the time of registration and sign a promissory note for the balance. Letters can only be accepted on a per-semester basis. Failure to pay before the next registration period will prevent future deferred payments and affect future registrations.

Refund of Tuition

All requests for tuition refunds must be submitted to the appropriate dean's office immediately after withdrawal from class. Fees are not refundable. The request must be in writing and all refunds will be made based on the date notice is received or, if mailed, on the postmarked date according to the following schedule. Refunds of tuition charged on a MasterCard, VISA, or American Express must be applied as a credit to your charge card account. Refunds take two to three weeks to process.

Refund

Before first scheduled class	100 percent
Before second scheduled class ..	90 percent
Before third scheduled class	80 percent
Before fourth scheduled class ...	60 percent
Before fifth scheduled class	40 percent
Before sixth scheduled class	20 percent
After sixth scheduled class	No refund

Financial Aid

Federal Stafford Loans

Under this program, graduate students may apply for up to \$18,500 per academic year, depending on their educational costs. Students demonstrating need (based on federal guidelines) may receive up to \$8,500 of their annual Stafford Loan on a subsidized basis. Any amount of the first \$8,500 for which the student has not demonstrated need (as well as the remaining \$10,000 should they borrow the maximum loan), would be borrowed on an unsubsidized basis.

When a loan is subsidized, the federal government pays the interest for the borrower as long as he or she remains enrolled on at least a half-time basis and for a six-month grace period following graduation or withdrawal. When a loan is unsubsidized, the student is responsible for the interest and may pay the interest on a monthly basis or opt to have the interest capitalized and added to the principal.

How to Apply

Students must complete the Free Application for Federal Student Aid and submit it to the federal aid processing center. The Title IV code for Fairfield University is 001385.

Students borrowing for the first time at Fairfield University must obtain a Federal Master Promissory Note from the lender of their choice or the Fairfield University Office of Financial Aid. The completed MPN must be sent to the Office of Financial Aid for processing. Students who previously submitted an MPN to the University need to contact the Office of Financial Aid for an award letter, indicate acceptance of the loan, and return a signed copy of the award letter to the financial aid office. The Federal Stafford Loan will be processed and disbursed according to lender provisions.

Approved loans will be disbursed in two installments. Students borrowing from Sallie Mae lenders will have their funds electronically disbursed to their University accounts. Students who borrow from other lenders will need to sign their loan checks in the Bursar's Office before the funds can be applied to their accounts. Receipt of financial aid requires full matriculation in a degree program.



Sallie Mae Signature Student Loan Program

These loans help graduate and professional students pay the cost of attending the University. Repayment begins approximately six months after you leave school with interest rates ranging from Prime - 0.5 percent to Prime + 2.0 percent depending on credit worthiness and having/not having a co-borrower. Students may borrow from \$500 to the cost of attendance less financial aid. For information contact Signature Customer Service at (800) 695-3317 or www.salliemae.com/signature.

Tax Deductions

Treasury regulation (1.162.5) permits an income tax deduction for educational expenses (registration fees and the cost of travel, meals, and lodging) undertaken to maintain or improve skills required in one's employment or other trade or business; or meet express requirements of an employer or a law imposed as a condition to retention of employment, job status, or rate of compensation.

Veterans

Veterans may apply educational benefits to degree studies pursued at Fairfield University. Veterans should submit their file numbers at the time of registration. The University Registrar's Office will complete and submit the certification form.

ACADEMIC POLICIES AND GENERAL REGULATIONS

Student Programs of Study

All programs of study must be planned with an advisor. In granting approval, the advisor will consider the student's previous academic record and whether or not the prerequisites set forth for the specific program have been met. Should a student wish to change his or her track or concentration, this request must be made in writing and approved by the advisor and the dean.

University Course Numbering System

Undergraduate

01-99	Introductory courses
100-199	Intermediate courses without prerequisites
200-299	Intermediate courses with prerequisites
300-399	Advanced courses, normally limited to juniors and seniors, and open to graduate students with permission

Graduate

400-499	Graduate courses, open to undergraduate students with permission
500-599	Graduate courses

Academic Freedom

Fairfield University endorses full academic freedom as an essential prerequisite to our quest for truth and its free exposition. We encourage students and faculty to engage in free discussion and inquiry. In addition, we recognize that academic freedom carries with it correlative academic responsibilities. Thus, in our pursuit of excellence and truth, we must also hold to standards of intellectual honesty and objectivity.

Academic Honesty

Fairfield University's primary purpose is the pursuit of academic excellence. Teaching and learning must be based on mutual trust and respect. This is possible only in an atmosphere where discovery and communication of knowledge are

marked by scrupulous, unqualified honesty and integrity. Such integrity is fundamental to, and an inherent part of, a Jesuit education. Any violation of academic integrity wounds the entire community and undermines the trust upon which the discovery and communication of knowledge depends.

All members of the Fairfield University community share responsibility for establishing and maintaining appropriate standards of academic honesty and integrity. As such, faculty members have an obligation to set high standards of honesty and integrity through personal example and the learning communities they create. It is further expected that students will follow these standards and encourage others to do so.

Normal Academic Progress

Academic Load

A full-time student will carry nine or more credits during the fall or spring semester. Twelve credits is the normal maximum load permitted. During summer sessions, full-time students are permitted to carry a maximum load of nine credits. Students who work full-time or attend another school may not be full-time students. Such individuals are ordinarily limited to six credits during the fall or spring semesters and six credits during the summer sessions.

Academic Standards, Maintenance

Students are required to maintain satisfactory academic standards of scholastic performance. Candidates for a master's degree or certificate must maintain a 3.00 grade point average.

Auditing

A student who wishes to audit a graduate course may do so only in consultation with the course instructor. A Permission to Audit form, available at the dean's office, must be completed and presented at registration during the regular registration period. No record of class attendance, participation, or grades will be kept. The tuition for auditing is one-half of the credit tuition, except for those hands-on courses involving the use of a computer workstation. In this case, the audit tuition is the same as the credit tuition. Conversion from audit to credit status will be permitted only before the third class and with the permission of the course instructor.

Time to Complete Degree

Students are expected to complete all requirements for the MBA and M.S. programs within five years after beginning their course work. Students completing certificate programs must fulfill their requirements within three years of beginning course work. Each student is expected to make some annual progress toward the degree or cer-

tificate to remain in good standing.

A student who elects to take a leave of absence must submit a request, in writing, to the dean.

Applications for and Awarding of Degrees

All students must file an application for the master's degree and the certificate of advanced study in the dean's office by the published deadline. Graduate students must successfully complete all requirements for the degree in order to participate in commencement exercises. Refer to the calendar for the degree application deadline.

Graduation and Commencement

Diplomas are awarded in January, May, and August (see calendar for application deadlines). Students who have been awarded diplomas in the previous August and January, and those who have completed all degree requirements for May graduation, are invited to participate in the May commencement ceremony. However, graduate students must successfully complete all requirements for the degree in order to participate in commencement.

Grading System

Grades; Academic Average

The work of each student is graded on the following basis:

A	Excellent
B	Good
C	Fair
F	Failed
I	Incomplete
P	Pass
W	Withdrawn without penalty

The symbol + suffixed to the grades of B and C indicates the upper ranges covered by those grades. The symbol - suffixed to the grades A, B, and C indicates the lower ranges covered by those grades.

The grade of incomplete is given at the discretion of individual professors. All coursework must be completed within 30 days after the last class in the course for which a student has received an incomplete grade, after which the I becomes an F. Pass or Fail grades are used in a limited number of courses.

No change of grade will be processed after a student has graduated. Any request for the change of an earned letter grade is at the discretion of the original teacher of the course and must be recommended in writing to the dean by the professor of record within one calendar year of the final class of the course or before graduation, whichever comes first.

A student may request an extension of the one-year deadline from the dean of their school if he or she can provide documentation that extenuating circumstances warrant an extension of the one-year deadline. Such an extension may be approved only if the professor of record agrees to the extension and an explicit date is stipulated by which the additional work must be submitted.

A change of an incomplete grade follows the established policy.

A student who elects to withdraw from a course must obtain written approval from the dean. Refunds will not be granted without written notice. The amount of tuition refund will be based upon the date the notice is received. Fees are not refundable unless a course is canceled.

Each grade has a numerical value as follows:

A	4.00
A-	3.67
B+	3.33
B	3.00
B-	2.67
C+	2.33
C	2.00
C-	1.67
F	0.00

Multiplying a grade's numerical value by the credit value of a course produces the number of quality points earned by a student. The student's grade point average is computed by dividing the number of quality points earned by the total number of credits completed, including failed courses. The average is rounded to the nearest second decimal place.

Incomplete

An incomplete grade is issued in the rare case when, due to an emergency, a student makes arrangements – in advance and with the professor's and the dean's permission - to complete some of the course requirements after the semester ends. All course work must be completed within 30 days of the end of the term. Any I still outstanding after the 30-day extension will become an F and the student will be excluded from the program.

Transfer of Credit and Waivers

Transfer of credit from another approved institution of higher learning will be allowed if it is graduate work done after the completion of a bachelor's program and completed prior to entering Fairfield University.

No more than six credits may be transferred, and they must be appropriate to the student's present program. An official transcript of the work done

must be received before a decision will be made on approving the transfer.

No transfer of credit will be considered until 12 semester hours of the student's program have been completed at Fairfield University. Although no credits for C courses may transfer toward a degree, courses in which C grades were earned may, at the discretion of the dean, be used for waiving core courses.

Scholastic Honors

Beta Gamma Sigma – The Honor Society for AACSB-Accredited Business Programs

Beta Gamma Sigma is an international honor society recognizing the outstanding academic achievements of students enrolled in collegiate business programs accredited by The AACSB International - The Association to Advance Collegiate Schools of Business. With more than 440,000 members worldwide, the Society's membership comprises the brightest and best of the world's business leaders. At Fairfield University, the top five percent of juniors, top ten percent of seniors, and top twenty percent of graduate students are eligible for membership. Each spring, an induction ceremony is held at the Charles F. Dolan School of Business to welcome new members into the Society.

Beta Gamma Sigma membership provides recognition for a lifetime. With alumni chapters in major metropolitan areas across the United States and the BetaLink on-line membership community, those recognized for their academic achievements at Fairfield University can continue an active relationship with Beta Gamma Sigma long after graduation. This lifelong commitment to its members' academic and professional success is defined in the Society's mission: To encourage and honor academic achievement in the study of business and personal and professional excellence in the practice of business.

Transcripts

Graduate transcript requests should be made in writing to the University Registrar's Office in Canisius Hall. There is a \$4 fee for each copy (faxed transcripts are \$6). Students should include the program and dates that they attended in their requests. In accordance with the general practices of colleges and universities, official transcripts with the University seal are sent directly by the University. Requests should be made one week in advance of the date they are needed. Requests are not processed during examination and registration periods.

Student Records

Under the Family Educational Rights and Privacy Act passed by Congress in 1974, legitimate access to student records has been defined. A student at Fairfield University, who has not waived that right, may see any records that directly pertain to the student. Excluded by statute from inspection is the parents' confidential statement given to the financial aid office and medical records supplied by a physician.

A listing of records maintained, their location, and the means of reviewing them is available in the dean's office. Information contained in student files is available to others using the guidelines below:

1. Confirmation of directory information is available to recognized organizations and agencies. Such information includes name, date of birth, dates of attendance, address.
2. Copies of transcripts will be provided to anyone upon written request of the student. Cost of providing such information must be assumed by the student.
3. All other information, excluding medical records, is available to staff members of the University on a need-to-know basis; prior to the release of additional information, a staff member must prove his or her need to know information to the office responsible for maintaining the records.

Requests for reinstatement may be made by letter to the assistant dean at least one month prior to enrollment in courses. If a student has been inactive for 24 months or longer, it will be necessary to submit a new application for admission to graduate programs. A review of past work will determine the terms of readmission.

Students who receive a master's degree from Fairfield University and who want to begin programs leading to a certificate of advanced study are required to file a new application of admission.

Academic Dishonesty

Students are sometimes unsure of what constitutes academic honesty. In all academic work, students are expected to submit materials that are their own. Examples of dishonest conduct include but are not limited to:

- Cheating, such as copying examination answers from materials such as crib notes or another student's paper.
- Collusion, such as working with another person or persons when independent work is prescribed.
- Inappropriate use of notes.
- Falsification or fabrication of an assigned project, data, results, or sources.
- Giving, receiving, offering, or soliciting information in examinations.
- Using previously prepared materials in examinations, tests, or quizzes.
- Destruction or alteration of another student's work.
- Submitting the same paper or report for assignments in more than one course without the prior written permission of each instructor.
- Appropriating information, ideas, or the language of other people or writers and submitting it as one's own to satisfy the requirements of a course — commonly known as plagiarism. Plagiarism constitutes theft and deceit. Assignments (compositions, term papers, computer programs, etc.) acquired either in part or in whole from commercial sources or from other students and submitted as one's own original work will be considered plagiarism.
- Unauthorized recording, sale, or use of lectures and other instructional materials.

In the event of such dishonesty, professors are to award a grade of zero for the project, paper, or examination in question, and may record an F for the course itself. When appropriate, expulsion may be recommended. A notation of the event is made

Disruption of Academic Progress

Academic Probation/Dismissal

A student whose overall grade point average falls below 3.00 in any semester is placed on probation for the following semester. If the overall grade point average is again below 3.00 at the end of that semester, the student may be dropped from the School. Any student who receives two course grades below 2.67 or B- will be excluded from the program.

Withdrawal

Students who wish to withdraw from a single course, all courses, or the School, must submit a written statement of their intention to the appropriate dean for approval. Failure to attend class or merely giving notice to an instructor does not constitute an official withdrawal and may result in a penalty grade(s) being recorded for the course(s). In general, course withdrawals are not approved after the sixth scheduled class. In extreme cases, exceptions may be approved by the dean.

Readmission

All students who interrupt their education for more than 12 successive months must be reinstated.

in the student's file in the academic dean's office. Any faculty member encountering an academic offense such as, but not limited to, those listed above will file a written report with his or her dean, indicating reasons for believing the student has committed an academic offense, and indicating the proposed academic sanction. The student will receive a copy. (If the student is in a school other than that of the faculty member, a copy will be sent to the dean of the student's school.) The student may, within 30 days following receipt of the faculty member's letter, request that the dean investigate the allegations and meet with the party or parties involved. The dean will issue a written determination within two weeks of the meeting, with copies to the student(s) and to the professor. If the student requests an appeal to the academic vice president, an academic dishonesty advisory committee will be convened.

Academic Grievance

Procedures for review of academic grievances protect the rights of students, faculty, and the University by providing mechanisms for equitable problem solving.

A grievance is defined as a complaint of unfair treatment for which a specific remedy is sought. It excludes circumstances that may give rise to a complaint for which explicit redress is neither called for nor sought, or for which other structures within the University serve as an agency for resolution.

Academic grievances either relate to procedural appeals or to academic competence appeals. Procedural appeals are defined as those seeking a remedy where no issue of the quality of the student's work is involved. For example, a student might contend that the professor failed to follow previously announced mechanisms of evaluation.

Academic competence appeals are defined as those seeking a remedy because the evaluation of the quality of a student's work in a course is disputed. Remedies would include but not be limited to awarded grade changes, such as permission to take make-up examinations or to repeat courses without penalty.

The procedures defined here must be initiated within a reasonable period (usually one semester) after the event that is the subject of the grievance.

Informal Procedure

Step one: The student attempts to resolve any academic grievance with the faculty member, department chair, or other individual or agency involved. If, following this initial attempt at resolution, the student remains convinced that a grievance exists, she or he advances to step two.

Step two: The student consults the chair, or other individuals when appropriate, bringing written documentation of the process up to this point. If the student continues to assert that a grievance exists after attempted reconciliation, he or she advances to step three.

Step three: The student presents the grievance to the dean of the involved school, bringing to this meeting documentation of steps one and two. If the dean's attempts at mediation prove unsuccessful, the student is informed of the right to initiate formal review procedures.

Formal Procedure

Step one: If the student still believes that the grievance remains unresolved following informal procedures, she or he initiates the formal review procedure by making a written request for a formal hearing through the dean to the academic vice president. Such a request should define the grievance and be accompanied by documentation of completion of the informal process. It should also be accompanied by the dean's opinion of the grievance.

Step two: The academic vice president determines whether the grievance merits further attention. If not, the student is so informed. If so, the academic vice president determines whether it is a procedural or competence appeal. If it relates to a procedural matter, the academic vice president selects a dean (other than the dean of the involved school) to chair a grievance committee. If it relates to an academic competence matter, the academic vice president requests from the dean involved the names of two outside experts to serve as a consultant panel in determining the merit of the student's grievance.

Step three: For procedural appeals, the grievance committee takes whatever steps are deemed appropriate to render a recommendation for resolving the grievance. The committee adheres to due process procedures analogous to those in the *Faculty Handbook*.

For competence appeals, the academic vice president contacts the outside panel members and requests that they review the case in relation to its content validity.

Step four: The recommendation from either the grievance committee or the panel is forwarded to the academic vice president in written form, accompanied, if necessary, by any supporting data that formed the basis of the recommendation.

Step five: The academic vice president renders a final and binding judgment, notifying all involved parties. If the grievance involves a dispute over a course grade given by a faculty member, the academic vice president is the only University official empowered to change that grade, and then only at the recommendation of the committee or panel.

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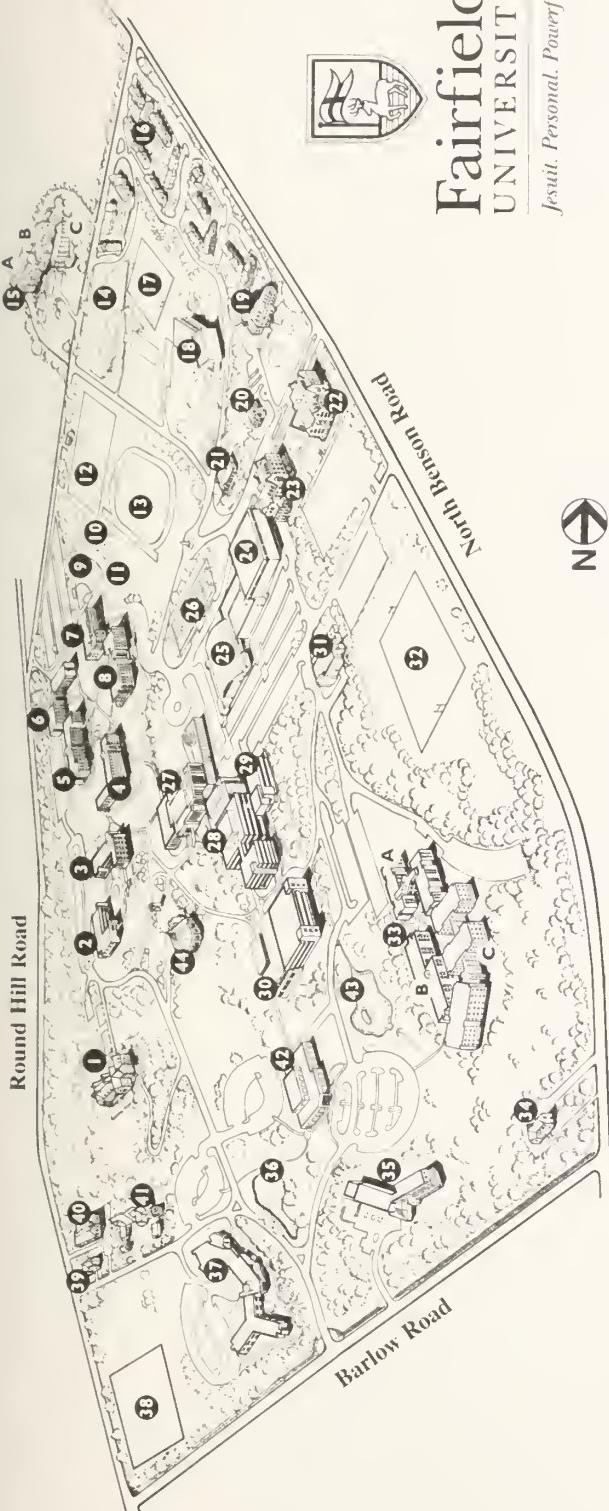
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2. Donnarumma Hall
3. Canisius Hall
4. Gonzaga Hall
5. Regis Hall
6. Jogues Hall
7. Campion Hall
8. Loyola Hall
9. Alumni Softball Field
10. Basketball Courts
11. Campion Field
12. University Field
13. Varsity Field
14. Alumni Diamond
15. Dolan Campus
 - A. John C. Dolan Hall
 - B. David J. Dolan House
 - C. Thomas F. Dolan Commons
16. Student Town House Complex
17. Alumni Field
18. Thomas J. Walsh, Jr. Athletic Center
19. McAuliffe Hall
20. Alumni House
21. The Levee
22. Xavier Hall
23. Berchmans Hall
24. Leslie C. Quick, Jr. Recreation Complex
25. Alumni Hall – Sports Arena
26. Tennis Courts
27. John A. Barone Campus Center
28. Rudolph F. Bannon Science Center
29. School of Nursing
30. DiMenna-Nyselius Library
31. Central Utility Facility
32. Graulet Field
33. The Village
 - A. Kostka Hall
 - B. Claver Hall
34. Jesuit Residence – St. Robert
35. Jesuit Residence – St. Ignatius
36. Bellarmine Pond
37. Charles F. Dolan School of Business
38. Barlow Field
39. Southwell Hall
40. PepsiCo Theatre
41. Maintenance Complex
42. Regina A. Quick Center for the Arts
43. Hopkins Pond
44. Egan Chapel of St. Ignatius Loyola and Pedro Arrupe, S.J. Campus Ministry Center

Directions — To reach Fairfield University

- From New York via Connecticut Turnpike (I-95): Take Exit 22. Turn left onto Round Hill Road. Proceed to Barlow Road. Turn right and proceed to the gate on your left, marked by twin stone columns.
- From New Haven via Connecticut Turnpike (I-95): Take Exit 22. Turn right onto North Benson Road (Rt. 135). Turn left at Barlow Road and proceed to the gate marked by twin stone columns on your right.
- From New Haven via Merritt Parkway (Rt. 15): Take Exit 44, take a quick left off the ramp, then take another quick left onto Black Rock Turnpike (Rt. 58), proceed 2 miles to Stillson Road (Rt. 135) and turn right. Bear left onto North Benson Road. There are several entrances on North Benson Road. Consult the University map for the appropriate entrance.
- From New York via Merritt Parkway (Rt. 15): Take Exit 44. Bear left and immediately turn right onto Black Rock Turnpike (Rt. 58), proceed 2 miles to Stillson Road (Rt. 135) and turn right. Bear left onto North Benson Road. There are several entrances on North Benson Road. Consult the University map for the appropriate entrance.



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